FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Government Service Plan

2004/05 – 2006/7

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1. Letter to the Minister Responsible for Community, Aboriginal and Women's Services

January 29, 2004

Honorable Minister Murray Coell,
Ministry of Community, Aboriginal
And Women's Services
PO BOX 9042, STN PROV GOVT.
Victoria, BC V8W 9E2

Dear Sir,

The Board of the First People's Heritage, Language and Culture Council would like to take this opportunity to express it's gratitude to MCAWS for the ongoing support of the language and cultural revitalization initiatives provided by our organization. Over the past 13 years FPHLCC has been able to support hundreds of language and cultural revitalization projects and distributed approximately 15 million dollars to Aboriginal communities in British Columbia.

Our most recent success has been the establishment of the First Peoples Cultural Foundation. The First Peoples' Cultural Foundation was created to assist the FPHLCC to achieve its' goal to provide more funding to support language and cultural revitalization in BC. As well, FPHLCC in partnership with the First People's Cultural Foundation, has developed "First Voices" a digital web based archiving tool for the preservation of Aboriginal languages. Fifteen Aboriginal communities have benefited from this archiving tool and the First Peoples Cultural Foundation plans to continue to provide "First Voices" cost to Aboriginal communities in BC.

As reflected in our service plan for 2005/07, the focus of our work in the coming years will be to enhance the efforts of Aboriginal communities to reach their visions for language and cultural revitalization. We can achieve this through the development of language revitalization tools and resources and through the collection of information regarding the status of Aboriginal languages. FPHLCC is committed to establishing itself as the major source of current and accurate information on the state of Aboriginal Languages in BC. FPHLCC will continue to work closely with the BC Ministries to provide support and advice on the preservation and fostering of BC Aboriginal heritage, language, art and culture. Together we can work to ensure all British Columbians have an opportunity to enjoy the richness of the cultural diversity and history of our great province.

Sincerely,

Elmer Derrick.
Chair, FPHLCC Board

2. Organization Overview

Background:

The First Peoples' Heritage, Language & Culture Council is a provincial Crown Corporation formed by the government of British Columbia in 1990 to administer the First Peoples' Heritage, Language & Culture Program. The 24 Tribal Council's in BC elect a representative to the FPHLCC Advisory Committee, a liaison for Aboriginal communities within their tribal councils. The Advisory Committee relays up to date information on current FPHLCC programs and initiatives to their communities. The FPHLCC is a unique Crown Corporation that is driven and governed by a Board of BC First Nations consisting of nine representatives elected by Tribal Councils throughout BC. In addition, the Council maintains seats for representatives from the urban Aboriginal organizations, the business community, and from the provincial government. The FPHLCC desires to achieve sustainability and enable long-term stability for language, arts and cultural programming in BC.

In 2000, the FPHLCC created First Peoples' Cultural Foundation, a registered non-profit society with a mission to be the fund raising arm of the FPHLCC and to support the revitalization of Indigenous languages. The Foundation is developing tools to enable the creation of language archiving and teaching resources globally via the Internet to support Aboriginal communities everywhere. The project began last fall with the documentation of 15 languages in BC via the web-based FirstVoices application (www.FirstVoices.com) developed by the Foundation. As this tool is made widely available, revenue will be created to sustain the project and augment existing government funding for the FPHLCC.

During the past 13 years, the FPHLCC has successfully distributed over 15 million dollars to British Columbia's Aboriginal Communities for language, arts and culture projects. The FPHLCC is intent on continuing to provide a high level of support and resources for the revitalization of Aboriginal languages, arts and cultures with BC. Preservation of our cultural heritage, and the living expression of our identities, is integral to the health of all members of our Aboriginal communities, as well as, the well being of all British Columbians.

Enabling Legislation and Mandate:

First Peoples' Heritage Language and Culture Act
(http://www.qp.gov.bc.ca/statreg/stat/F/96147_01.htm)

The First Peoples' Heritage, Language and Culture Act established the mandate of the Council as follows:

- To provide funding to cultural and language programs.
- To support and advise government on initiatives, programs and services relating to Aboriginal heritage, language and culture.
- To advise government on the preservation and fostering of Aboriginal languages and other aspects of cultural development of Aboriginal peoples throughout British Columbia.

Programs currently delivered by the Council include:

Heritage, Language and Culture Program: funded by the Provincial Government, the BC Language Initiative provides funding to assist in the preservation and enhancement of First Nations languages indigenous to British Columbia.

Aboriginal Language Initiative (ALI): funded by the Department of Canadian Heritage, through the Assembly of First Nations (AFN). The ALI provides funding support for community and regionally-based projects directed at maintaining, revitalizing and promoting First Nations languages.

Aboriginal Arts Development Awards Program: made possible through the support of the BC Arts Council funds projects that contribute to arts and cultural development. The program objectives are to assist in the creative or professional development of emerging First Nations artists and to support the sharing of traditional arts skills and knowledge.

Planning Context and Strategic Issues

The FPHLCC focus on creation of the First Peoples Cultural Foundation to construct a sustainable funding source for Language programs in BC has had an enormous impact on the resources and direction of the Council over the past three years. As of October 1, 2003, the First Peoples' Cultural Foundation is quickly becoming an independent entity with a new Board of Directors. Having achieved its goal to create the Foundation, the Council must now re-focus its direction and supporting resources to develop strategies to continue to provide and improve services to Aboriginal communities.

The FPHLCC capacity to develop results based strategic plans is limited by size, governance structure and budget. FPHLCC is a small organization with five staff and a limited administrative infrastructure. FPHLCC is using computers and administrative systems that are outdated and slow, which hinders our ability to collect and manage information for reporting and assessing our successes.

FPHLCC board meets in person only once a year. The infrequency of face-to-face meetings creates a difficult environment for strategic planning and does not provide for the opportunity to build the capacity of board members. At this time, there is limited funding available for the board to meet and provide their input into the government service plan or to hire a registered planner. In October 2003, FPHLCC applied to the Department of Canadian Heritage, Canadian Arts and Heritage Sustainability program for funding to develop a five-year strategic plan. If our application is successful, the FPHLCC board and staff will engage in a strategic planning process in the 2004/05 fiscal year. This strategic planning project will include training for our board members and staff in strategic planning. The benefits of this project could be far reaching, as strategic planning is a skill, which board members and staff can use in their work with the aboriginal communities in BC.

The key strategic issue influencing our organization is the rapid decline of the number of fluent speakers of Aboriginal languages in British Columbia. Targeting projects that are working with the aging fluent speakers is key to the survival of British Columbia's Aboriginal languages and cultural knowledge. Most Aboriginal languages in BC are endangered and it has become apparent that a coordinated effort must be made to find additional resources for the preservation of BC Indigenous languages. The FPHLCC and the FPCF will work cooperatively with Aboriginal communities, the Government of British Columbia and other language revitalization stakeholders to maximize our limited resources.

4. Vision

BC Aboriginal languages, cultures and arts are thriving and revitalized to a pre-contact state. The cultural knowledge expressed through Aboriginal languages, cultures and arts is recognized and embraced by all citizens in BC

5. Mission Statement

The Council exists to provide leadership in BC for the revitalization of Aboriginal languages, culture and arts. Our role is to monitor the status of Aboriginal languages, cultures and arts and to develop strategies, which assist communities to recover and sustain their heritage. We serve our stakeholders by providing programs and initiatives for language revitalization and through arts and culture programs. The Council is taking a leadership role to collect data and monitor the status of Aboriginal languages in BC. The Council is unique as it was developed as the first agency to address Aboriginal cultural revitalization in BC.

The FPHLCC is committed to establishing itself as the key source of current and accurate information on the state of Aboriginal languages in British Columbia and continuing to provide program coordination and funding for Aboriginal language and cultural preservation and enhancement.

Stakeholders and Linkages:
Aboriginal communities in BC
Aboriginal artists
Aboriginal Urban Organizations
MCAWS
BC Arts Council
AFN

Key Partners:
First Peoples Foundation
BC Elders Council
BC Schools Association –Arts Starts
FNESC
University of Victoria
Cultural Centers in BC
Aboriginal Head Start

5. Values

FPHLCC Values	Description
Accountability	The CEO, Board and staff are directly accountable to our stakeholders and First Nations in BC
Transparency	The program procedures and decisions will be open and transparent.
Results-based	Program delivery will be efficient, outcome-focused
Partnered	Language and arts programs will be coordinated with other service providers and language groups to maximize benefits.
Integrity	All work will be done with an overriding focus on cultural integrity and honesty.
Inclusive	The language, art and cultural programs will be available throughout BC to all qualified Aboriginal individuals and groups.

3. Table of Goals, Strategies, Measures and Targets

Note: The staff of the FPHLCC engaged in an operational planning session using a SWOT[1] analysis to develop new goals, strategies, and measures. The goals, strategies and measures have been made more specific and meaningful to the organization as a result of this planning exercise. Our plan is significantly different from last year as the First Peoples Cultural Foundation is no longer under the umbrella of the FPHLCC; therefore, the Foundation related activities are not reflected.

Goals of the FPHLCC as an agent of the government	Strategies	Measures	Target Year One	Target Year Two	Target Year Three
To provide resources that maintain BC Aboriginal heritage, language, arts and culture	Provide Arts program funding for Aboriginal communities and artist projects	# of applications received	90 applications	100 applications	120 applications
		# of Artists directly benefiting from funded projects[2]	140 artists receive support from program	160 artists receive support from program	200 artists receive support from program
		AADA review	5 recommendations implemented and funding increased by 10% over 2003	10 recommendations implemented and finding increased by by 20% over 2003	All recommendations implemented and funding increased by 30% over 2003
	Provide language program funding for Aboriginal communities	# of applications received	80 applications	90 applications	100 applications
		# of communities directly benefiting from projects (from a possible 198 plus urban centres)	30% of Aboriginal communities in BC engaged in language and cultural revitalization	35% of Aboriginal communities in BC engaged in language and cultural revitalization	40% of Aboriginal communities in BC engaged in language and cultural revitalization
		# of learners directly benefiting from projects	20% increase over 2003 in the number of learners	25% increase over 2003 in the number of learners	30% increase over 2003 in the number of learners

[1] SWOT – organizational assessment tool of internal strengths and weaknesses and external opportunities and threats
[2] Funded projects may consist of a number of artist (group application)

Sustainable and stable funding for the revitalization of Aboriginal arts, cultures and languages in BC	First Peoples' Cultural Foundation will raise funding and contribute a yearly allocation to the Council to disburse through the arts, language and cultural programming	# of communities collaborating on language revitalization projects Return on investment in Foundation and # of communities benefiting from First Voices archiving Projects	5 % increase over 2003 in # of communities collaborating on language revitalization projects 30 BC communities benefiting from First Voices provided by the FPCF	10% increase over 2003 in # of communities collaborating on language revitalization projects 40 BC communities benefiting from First Voices provided by the FPCF	15% increase over 2003 in # of communities collaborating on language revitalization projects 50 BC communities benefiting from First Voices provided by the FPCF Receive 500,000 from the Foundation
	The Council will continue to seek opportunities to leverage funding for arts, language, and cultural initiatives	# of proposals developed to increase FPHLCC budget for projects (needs assessment, researcher, language resource library, Arts workshops)	5 proposals resulting in a 5% budget increase over2003	10 proposals resulting in a 10% budget increase over 2003	15 proposals resulting in a 15% budget increase over 2003
	The Council will initiate opportunities to cost share on initiatives and projects that benefit Aboriginal communities and maximize resources with stakeholders and communities of interest	Cost Shared Projects such as needs assessment, CURA, and Story of Languages	10% of special project costs are shared with partners	15% of special project costs are shared with partners	20% of special project costs are shared with partners

Facilitate Aboriginal communities in BC to be successful in realizing their visions for the revitalization of arts, cultures and languages	Community development initiatives that provide tools, resources and support to assist Aboriginal communities to develop long term plans for sustainable cultural revitalization	# of resources developed (tool kit, best practices document) Feedback quality of resources developed #hits on website tool kit	5% increase over 2003 in the number of FPHLCC Arts and Language tools and resources 15% increase over 2003 in use community based language and arts revitalization tools and 20% of resource evaluations returned over 2003 150 hits on tool kit website	10% increase over 2003 in the number of FPHLCC Arts and Language tools and resources 25% increase over 2003 in use of community based language and arts revitalization tools and 30% of resource evaluations returned over 2003 250 hits on tool kit website	15% increase over 2003 in the number of FPHLCC Arts and Language tools and resources 50% increase over 2003 in use of community based language and arts revitalization tools and 40 % of resource evaluations returned over 2003 250 hits on tool kit website
To support and advise BC Ministries on every initiative and service related to Aboriginal heritage, language, arts and culture	Research and data collection to reflect current state of Aboriginal languages and cultures in BC	Quality and quantity of data collected from language needs assessment (of 198+ urban communities)	20 % of Aboriginal communities involved in assessing their needs for language and cultural revitalization	30 % of Aboriginal communities involved in assessing their needs for language and cultural revitalization	35% of Aboriginal communities involved in assessing their needs for language and cultural revitalization
FPHLCC is a strategic, results based organization that continually reviews and improves business lines.	The Council incorporates professional administrative practices which continually evaluates and improves our business line processes	# of completed project reports received at deadline Client focus group and survey Time saved by new systems and improved policy and procedures	10% increase in # of Project Reports completes on due date Client feedback rates FPHLCC program administration as being improved by 20% over 2003 Turn around time for contribution agreements and reporting is reduced by 20% in comparison 2003	10% increase in # of Project Reports completes on due date Client feedback rates FPHLCC program administration as being improved by 25% over 2003 Turn around time for contribution agreements is reduced by 25% in comparison to 2003	10% increase in # of Project Reports completes on due date Client feedback rates FPHLCC program administration as being improved by 30% over 2003 Turn around time for contribution agreements is reduced by 25% in comparison to 2003

8. Key Results

- Improved First Nations outcomes in revitalization of language, arts and culture Aboriginal communities, individuals and organizations are aware of current language crisis, potential risk and loss of knowledge
- Aboriginal communities have resources for language revitalization
- Accurate data to reflect current state of First Nations languages in BC
- Artists are successful in accessing AADA and other programs such as Canada Council
- FN artist and language service providers aware of resources available to them
- Policy and results of needs assessment provide direction for Ministry of Community, Aboriginal and Women's services, FPHLCC Board members, and staff and Aboriginal leadership
- Working partnerships with other organizations to collect analyze and promote data and information on the state of languages in BC
- Increased number of people learning Aboriginal languages, culture and heritage.
- Continued support and investment from the Ministry of Community, Aboriginal and Women's services and BC Arts Council
- Administrative tools developed for programs provide stability and efficiency for Council administration.

9. Key Benefits

- The revitalization and teaching of Aboriginal culture and art forms
- Improved health and education emphasizing the underserved and special needs of Aboriginal women and children.
- Accountable, inclusive, honorable Aboriginal management of its Indigenous cultural expression and assets.
- New jobs and growth leading to improved quality of life for Aboriginal people on and off reserve.
- Learning environments that drive community revitalization.
- Be the leading voice in communicating to and educating the people of BC, Canada and the World, about the heritage, language and culture of the Aboriginal people of the region.

Benchmarking

As the FPHLCC has a limited capacity to plan, we did not engage in benchmarking this year. An effort will be made to contact similar Provincial Territorial Organizations to assess the viability of including a benchmarking component in our plan next fiscal year.

10. Alignment with Government Strategic Plan

The FPHLC Council, its First Peoples' Cultural Foundation and their programs and initiatives such as the Provincial Aboriginal Language Needs Assessment, align with the Government's Strategic Plan to ensure safe secure and healthy BC communities (Aboriginal and non-Aboriginal) and thereby to:

- Increase efforts to protect and promote Aboriginal languages;
- Enable effective local Government, Aboriginal and Women's services;
- Enhance citizen access to Government; and
- Support services for communities and First Nations

FPHLCC and its programs reflect the Governments' shift in the way it too will carry out its business, from:

- Provincial control to local autonomy;
- Direct delivery of programs and services by provincial government employees to delivery by communities and third parties;
- Unfocused funding to performance-based funding; and
- Provincial regulation to self-regulation and compliance monitoring.

The FPHLCC demonstrates its alignment with the Government Strategic Plan by:

- Its commitment to results based evaluation and management.
- Revitalizing Aboriginal community language and culture that leads to community healing and better quality of life including educational opportunities and development of special skills through improved literacy, use of IT and e-learning.
- Enabling access to government information on line, through capacity building programs such as the Language and Arts Toolbox that gives everyone equal opportunity.
- Standardizing accountable management of Aboriginal language and cultural expression and resources, in rural and urban communities.
- Raising awareness of the connection between cultural recovery and the ability for culturally rejuvenated communities to reclaim their financial and social independence leading to new jobs and growth and to improved quality of life for Aboriginal people on and off reserve.

11. FPHLCC Summary Financial Outlook for the 2004/05-2006/07 Service Plan

	2004/05 (forecast)	**2005/06 (forecast)**	**2006/07 (forecast)**
Total Revenue	1,569,000	1,627,000	1,860,000
Major Sources of Revenue			
Provincial Government	1,000,000	950,000	950,000
Federal Government (ALI)	230,000	230,000	230,000
BC Arts Council	120,000	170,000	170,000
Other	219,000	277,000	510,000
Total Expenses	1,569,000	1,627,000	1,860,000
Major Sources of Expenses			
Language Program Grants	807,000	807,000	950,000
Art & Culture Program Grants	150,000	150,000	200,000
Administration	602,000	660,000	700,000
Amortization	10,000	10,000	10,000
Operating Income (Loss)	-	-	-
Net Income (Loss)	-	-	-

12. Key Assumptions and Possible Risks

Key Assumptions	Forecast Risks and Sensitivities
• Commitment to the community – driven Results Based Management (RBM) and consequent establishment of a "Best Practices" data base and track record. • Provincial funding maintained per forecasted level. • Federal Government will continue Aboriginal Language Initiative or equivalent. • Earning from the FPCF will surpass government grants by 2006 and establish the sustainability of these programs. • Provincial government continues to support BC Arts Council.	• Aboriginal communities' priorities such as socio-economic issues continue to detract from the current language crisis. • The Fluent speaker population decreases such fast rate that we fail to archive the Aboriginal languages in BC and knowledge is lost. • The FPCF fails to raise funding for the Council and the Council is not able to meet the needs of Aboriginal communities. • Failure to build up the public private partnerships and investor networks required to establish sustainability.